

Headquarters U.S. Air Force

Integrity - Service - Excellence

Force Shaping



Briefer's Name



Purpose

To provide Company Grade Officers detailed information on an annual force shaping initiative aimed at selecting officers for future Air Force service



Facts

- **The Air Force needs a capable, balanced and sustainable active duty force to meet future challenges**
- **Must also must meet annual congressionally mandated end strength**
 - **The number of personnel must not exceed what is authorized by law**
- **Today we have an excess of officers and we must reduce this excess**



Overview

- **Background**
- **Current Situation**
- **Force Shaping Board**
- **Available Programs**
- **Transition Assistance Programs**
- **Wrap-Up**
- **Q & A**



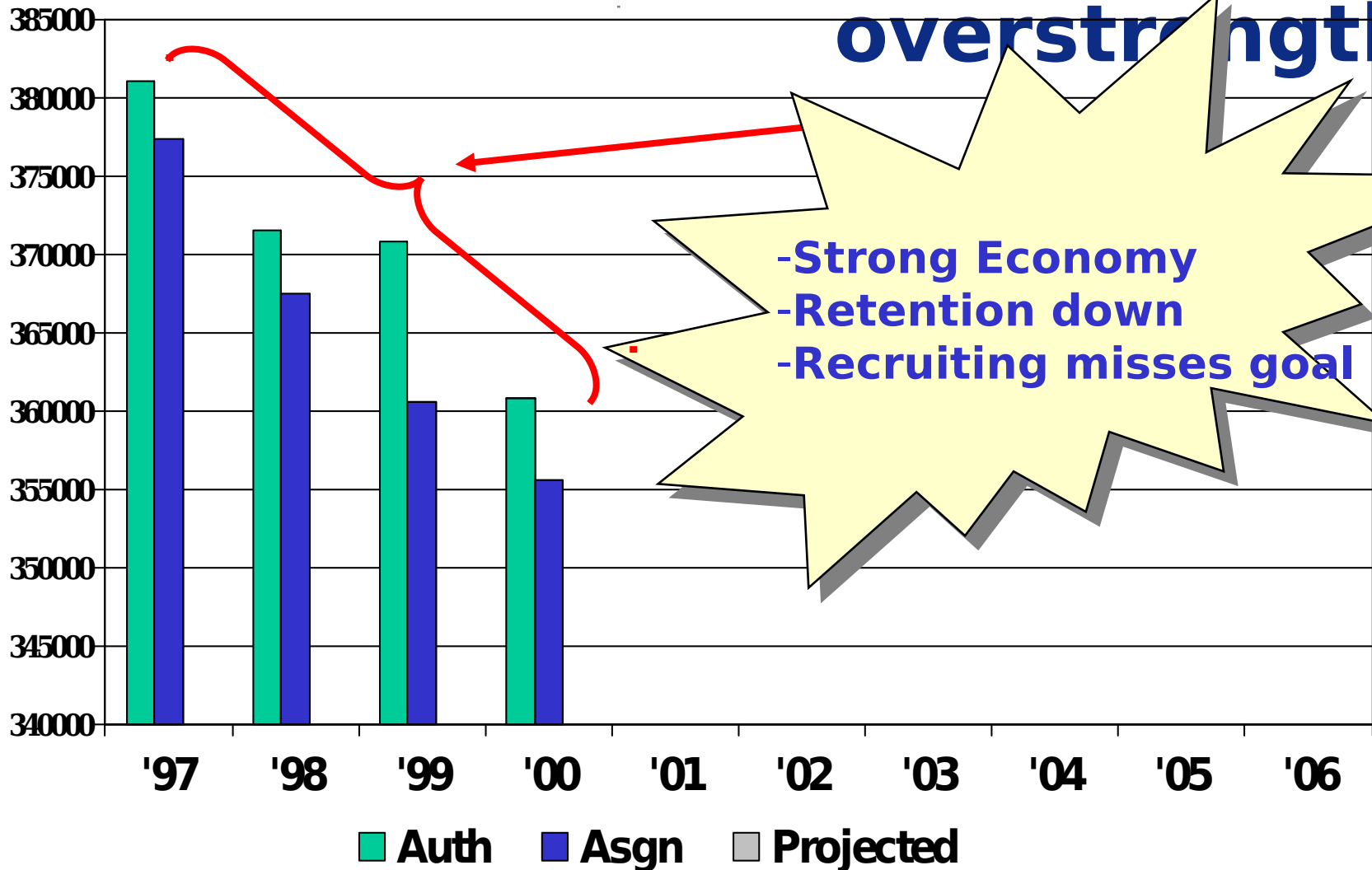
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How'd we get here?

Understrength to overstrength

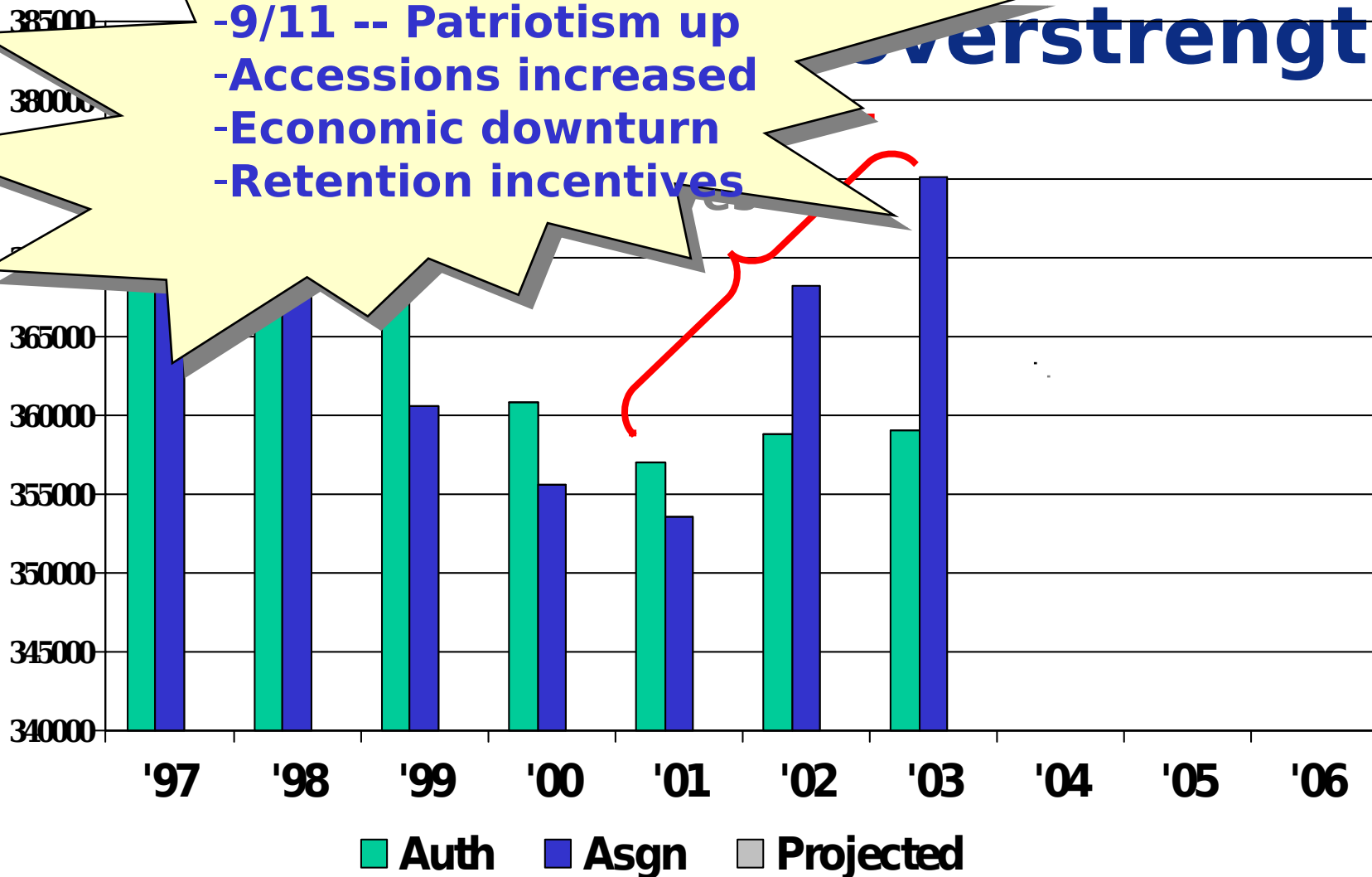




How'd we get here?

Understrength to Overstrength

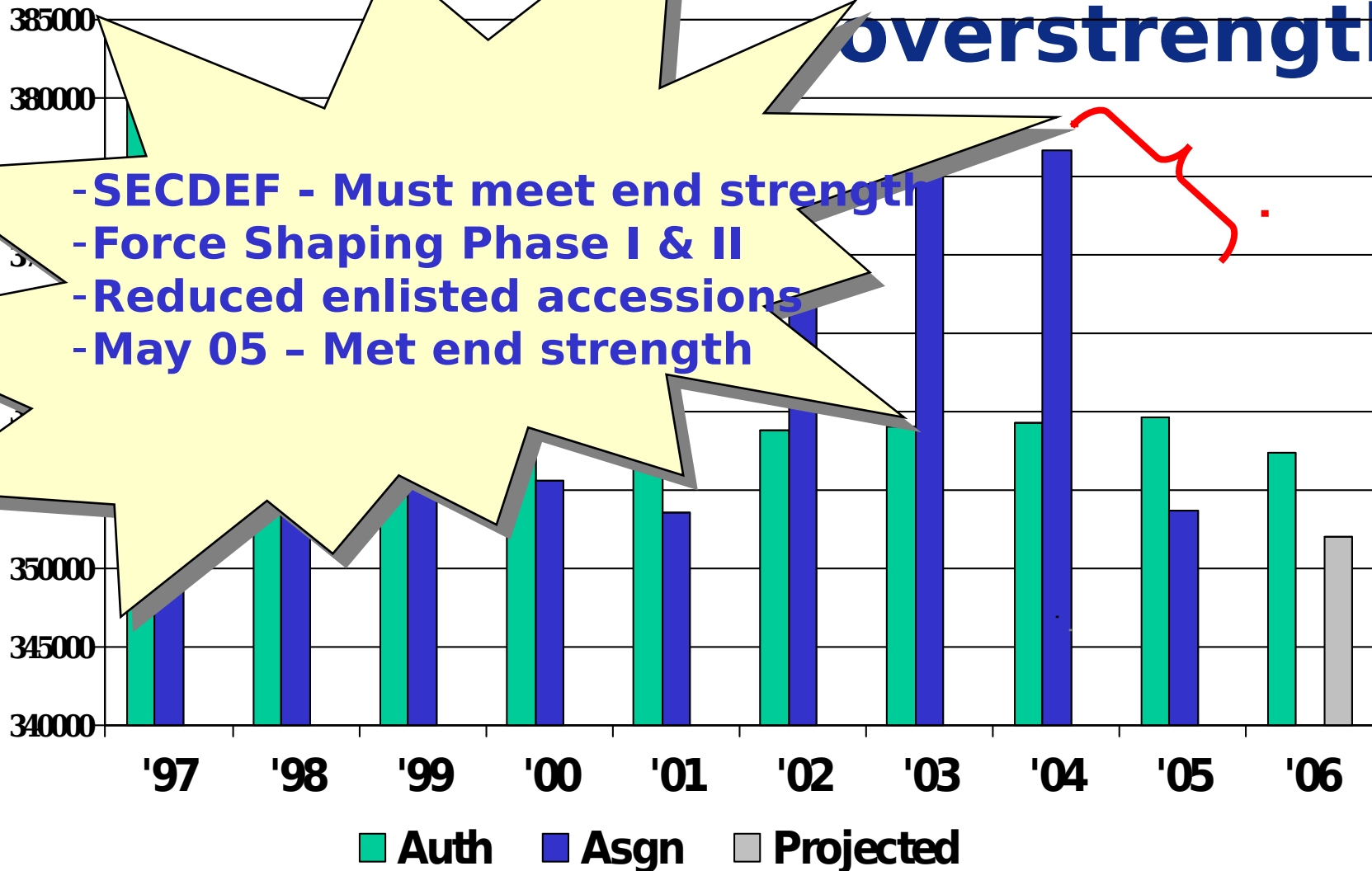
- 9/11 -- Patriotism up
- Accessions increased
- Economic downturn
- Retention incentives





How'd we get here?

Understrength to overstrength





How'd we get here?

Bottom Line

- **“Full Throttle” effort to increase accessions and improve retention**
- **Done in good faith; based on anticipated growth in authorized strength and normal separation rates**
- **9/11 and economy caused retention to skyrocket**
- **Combination of increased accessions and increased retention led us to the officer overstrength**



Force Shaping Initiatives

- **Expanded PALACE CHASE**
- **Waive active duty service commitments**
- **Waive recoupment of some bonuses and education costs**
- **“Blue to Green” transfer to the Army**
- **Cut enlisted accessions**

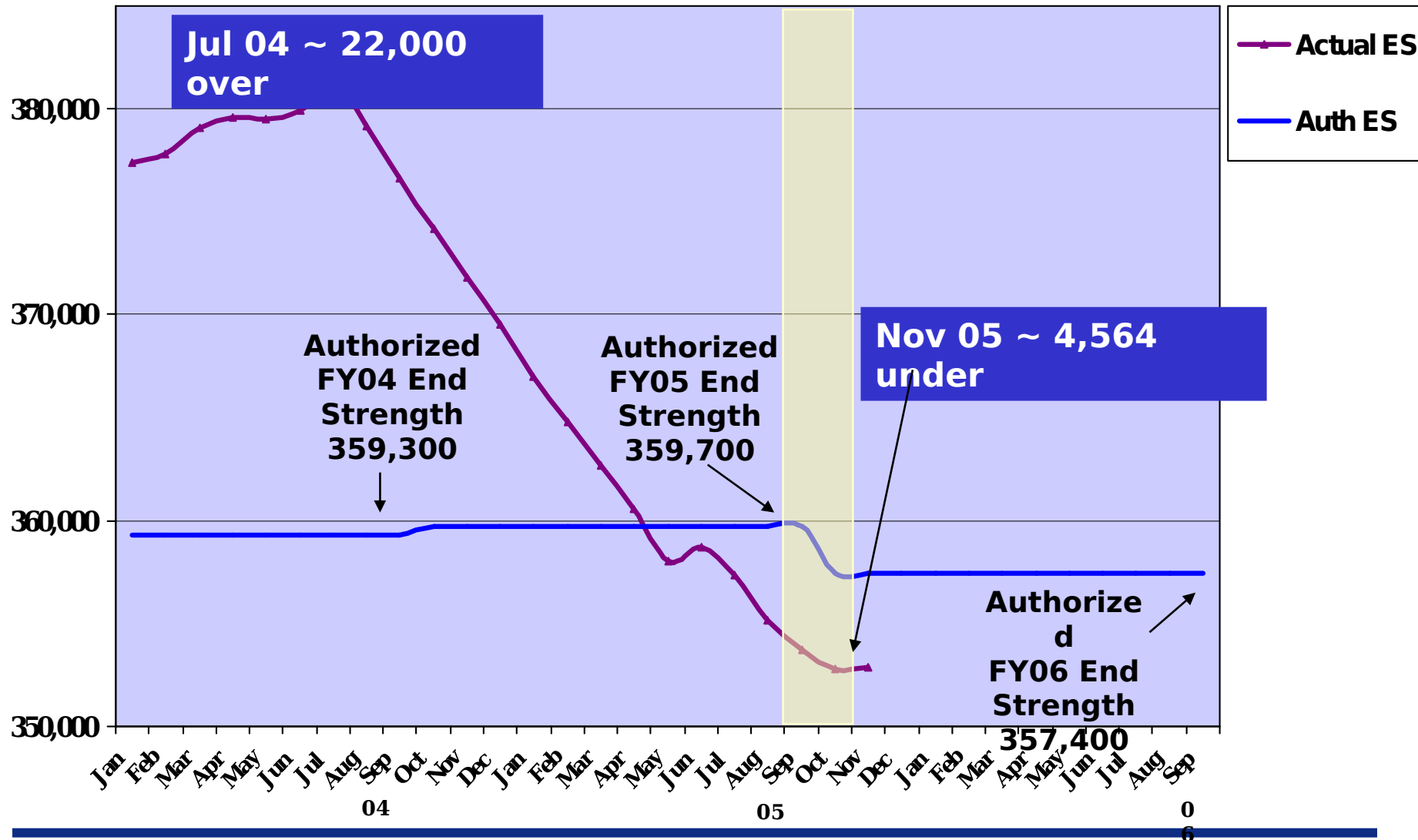


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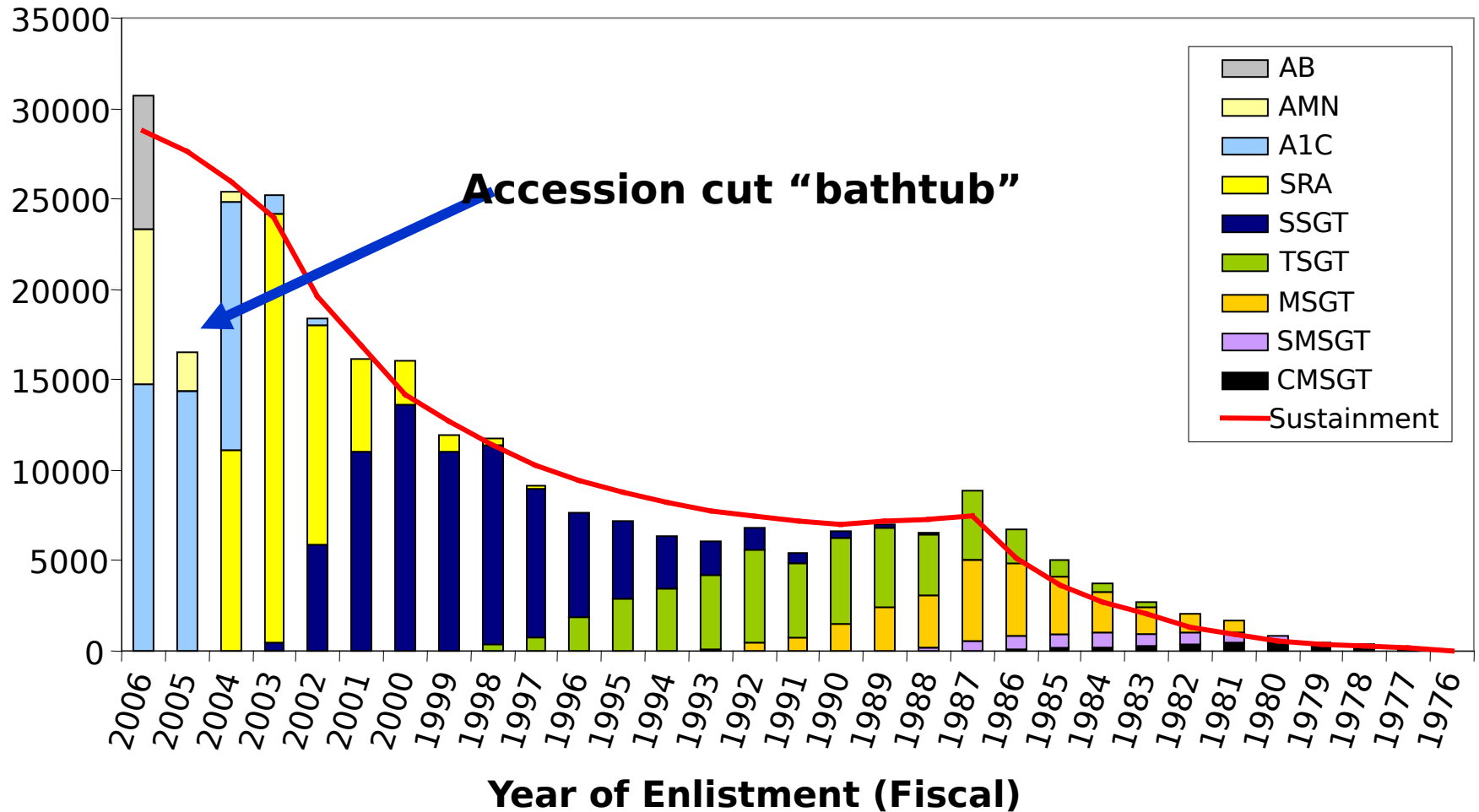
End Strength Glide Slope





AD Enlisted Inventory

End of FY06 Projected Enlisted Inventory

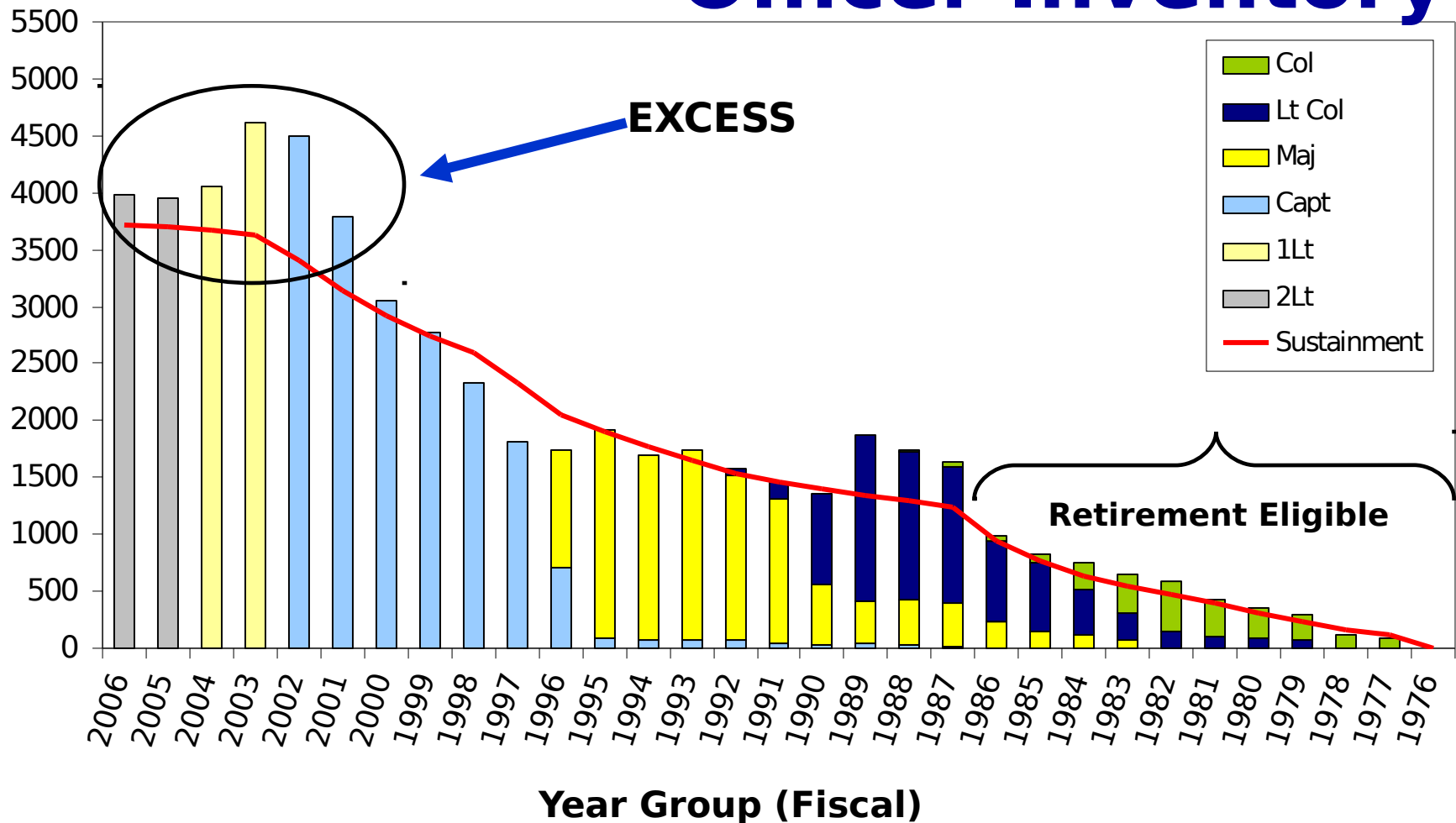




Force Shaping Background:

End of FY06 Projected Line Inventory

Officer Inventory





What's the problem?

- **Started FY06 with right size, but wrong shape**
 - **6,000 under strength in enlisted**
 - **4,000 over strength in Company Grade Officers**
- **Operational**
 - **Excess junior officers are not being effectively developed**
 - **Excess officers must be offset by reduced enlisted Airmen**
 - **Enlisted force “paying” for officer excess**
- **Fiscal**
 - **Excess officer costs in 2000-2004 year groups = ~\$200M annually**
 - **If no action taken = ~\$2.4B through FY11**



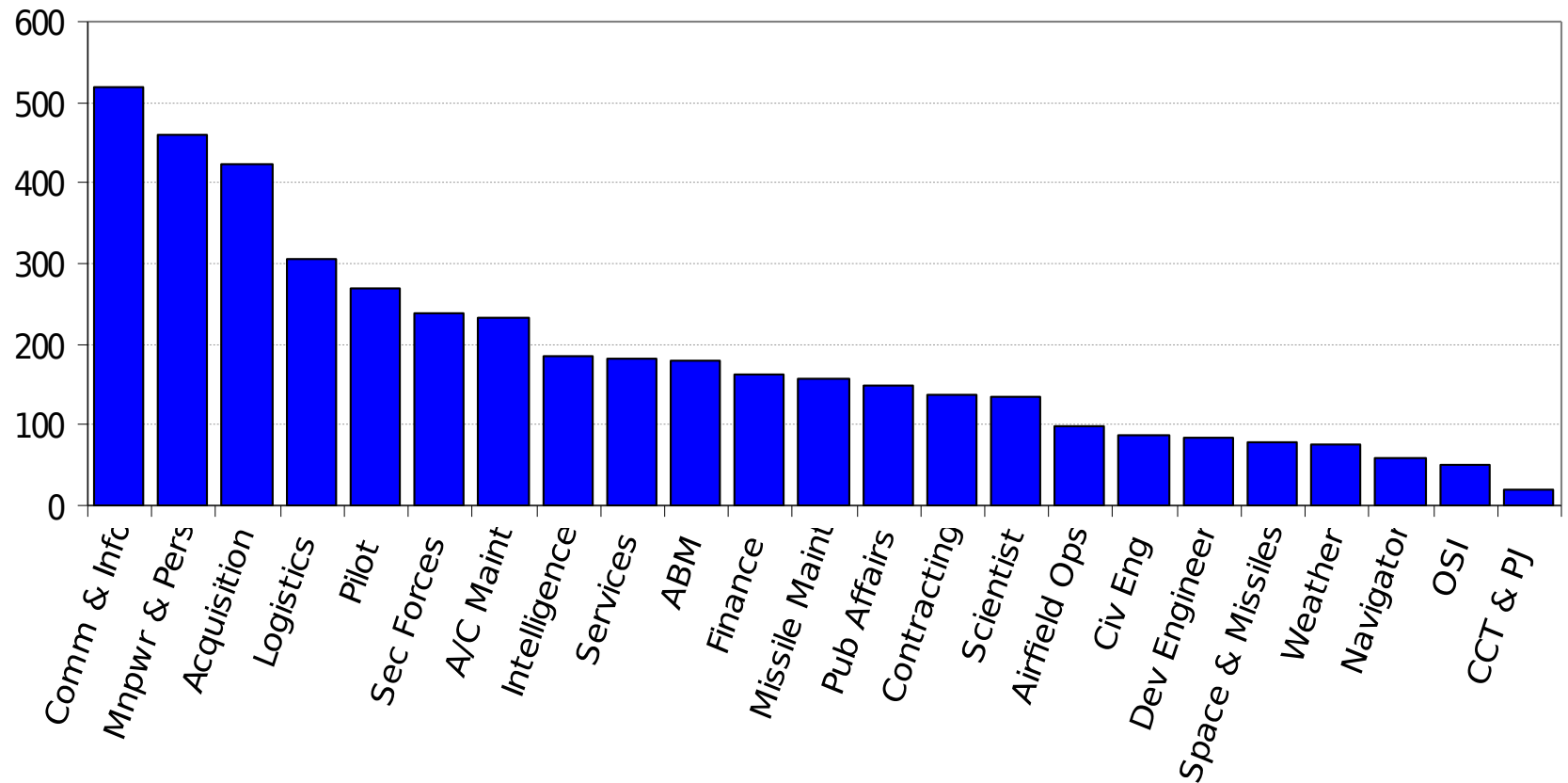
Why is an officer overage a problem?

- **Impacts your opportunity to develop and lead**
 - **Number of flight commander jobs remain the same, more officers competing for them, more will go without**
 - **Numbers of promotions stay the same, greater competition with more officers not getting promoted, though deserving**
- **Impacts the Airmen you lead**
 - **Excess officers must be offset by reduced enlisted, not enough Airmen to get the mission done**
 - **Possible negative impact on retention of enlisted & officer**



Force Shaping Background: Officer Skill Imbalance

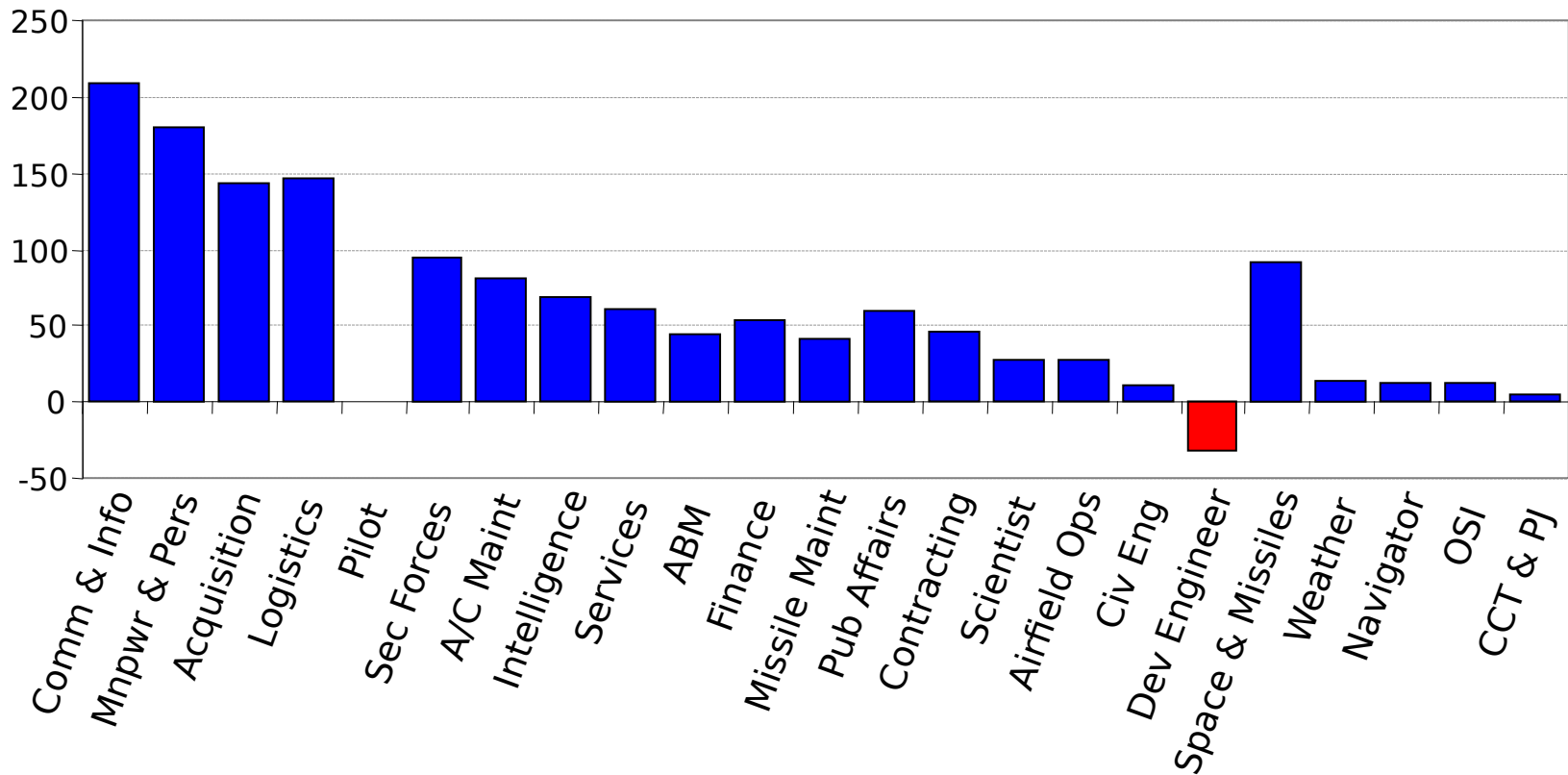
Combined Overages by Line AFSC for 2000 - 2004 Year Groups





Force Shaping Background: Officer Skill Imbalance

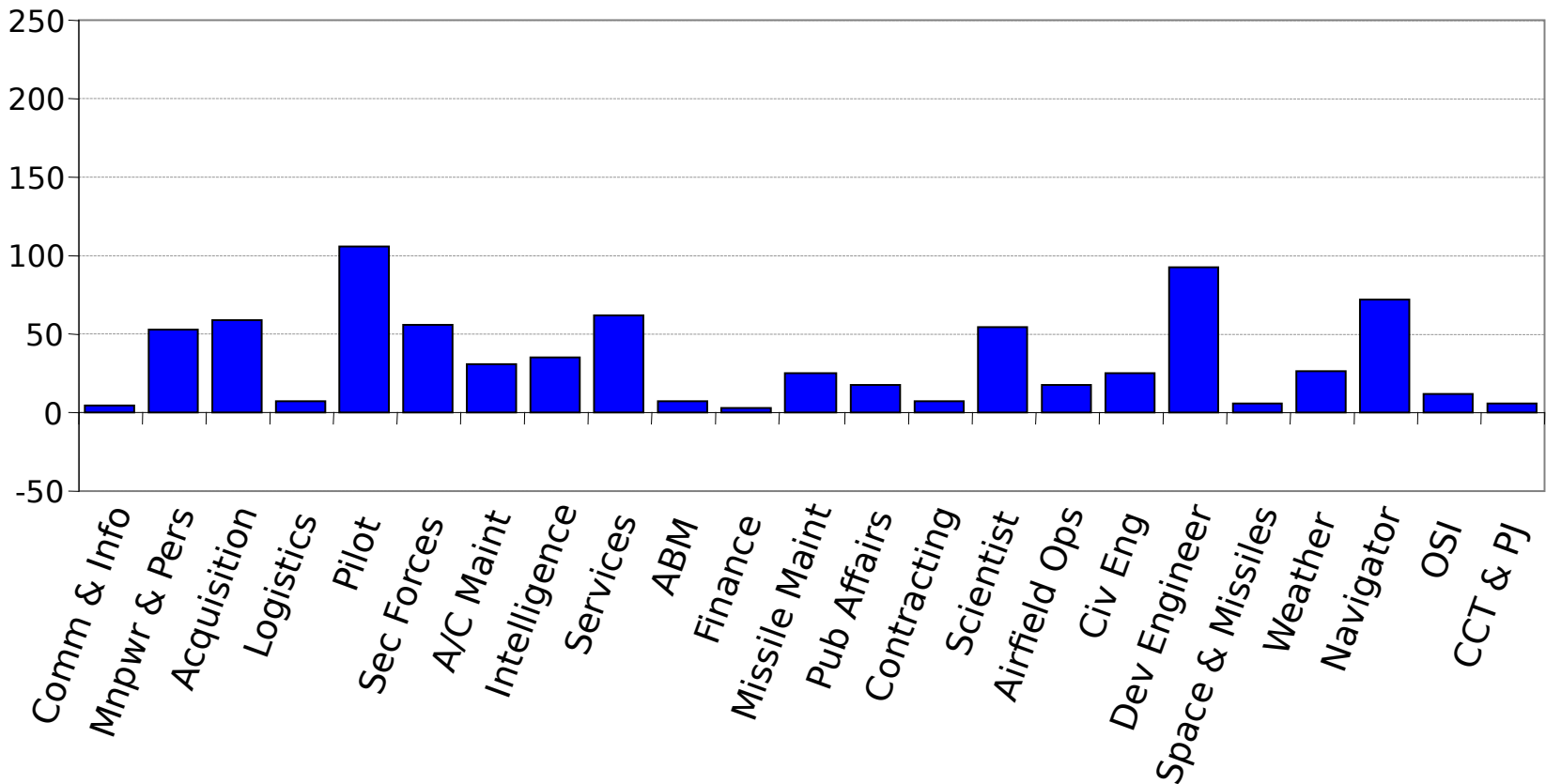
Current Line Officer Overages Career Fields, 2002 Year Group





Force Shaping Background: Officer Skill Imbalance

Current Line Officer Overages Career Fields, **2003** Year Group





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Options Considered

- **Three options:**

- 1. Status Quo: Live with imbalance and operational and fiscal cost for excess**
- 2. Cut Officer Accessions: Balance force by creating “bathtub” in 2007 - 2011 year groups**
- 3. Institute Proactive Force Mgt: Vol sep, annual FSB, resume steady O&E accessions**

- **CSAF & SECAF directed option 3**



Force Shaping Board Overview

- **FSB authority granted in 2005 National Defense Authorization Act**
 - **Allows SECAF to restructure officer corps to meet current and future needs**
 - **Can separate officers who have not completed 5-years commissioned service**
- **Initial FSB will consider the 2002 - 2003 year groups**
- **Future annual boards evaluate officers in their 3rd year of commissioned service**



Lieutenant Focus Group

- **AF/DP hosted over 50 lieutenants for their feedback**
- **Good discussions - ideas we have implemented**
 - **Easy to navigate website - Complete**
 - **Central email address to send questions - Complete**
 - **Email to contact.center@randolph.af.mil**
 - **Educate field on voluntary options available and transition benefits - We're doing it now**
- **Law prevents us from implementing some ideas; others are still under consideration**
- **Instructed to share their experience with peers**



Annual Force Shaping Board Procedures

- **Centrally convened board in Apr 06, under SecAF authority**
- **Conduct will mirror that of promotion boards**
 - **Exception: assess and shape by core specialty**
- **Board considers each year group and specialty separately**
- **Board considers each officer's performance**
- **Officers must separate NLT 29 Sep 06, may leave earlier**



FSB Eligibility

- **First board will consider officers:**
 - **Commissioned in CY 2002 or 2003**
 - **Who are “Line” Officers - all but lawyers, health professionals, and chaplains**
 - **With more than 2 years time in service by 3 Apr 06**
 - **With less than 15 total years of military service by 29 Sep 06**
 - **Whose core AFSC exceeds sustainment on 3 Apr 06**



FSB Sustainment Targets

- **Career field retention set at 110% or 100% of sustainment**
 - **Most career fields shaped to ensure continued and consistent development**
 - **Others set at a higher level due to training investment, manning, critical AF needs, etc.**
- **Career fields with zero quotas will not meet the board**
 - **These officers will not be identified as eligibles**

Force Shaping Plan: Excess by AFSC

AF Specialty	2002	2003	Totals
Pilot	0	0	0
Navigator	0	0	0
Air Battle Manager	0	0	0
CCT & PJ	0	0	0
Airfield Ops	30	31	61
Space / Missiles	0	0	0
Intel	46	15	61
Weather	10	25	35
Acft Maintenance	84	33	117
Missile Mx	40	26	66
Logistics Readiness	144	8	152
Security Force	96	60	156
Civ Engineer	0	14	14
Comm / Info	224	12	236
Services	60	62	122
Public Affairs	62	19	81
Mnpwr / Psnl	176	52	228
Scientist	10	51	61
Dev Engineer	0	0	0
Acq Manager	132	48	180
Contracting	48	9	57
Finance	51	7	58
Special Investigator	17	13	30
Total	1,230	485	1,715

Air Force Specialty	Reason for 110%
Pilot	Training, critical skill
Navigator	Manning, training, critical skill
Air Battle Manager	Training, critical skill
CCT & PJ	Training, critical skill
Space / Missile	Manning
Intelligence	Manning
Weather Officer	Specialized academics
Civil Engineer	Specialized academics
Scientist	Specialized academics
Dev Engineer	Manning, specialized academics
Acq Manager	Manning

Officer Selection Record

LEFT SIDE

**RETENTION
RECOMMENDATION
FORM (RRF)**

**PERFORMANCE /
TRAINING REPORTS**

AF FORM 77

|||||
Doe, John



Officer Selection Record

RIGHT SIDE

**COURT- MARTIAL /
ARTICLE 15 /
LETTER OF
REPRIMAND**

**CITATIONS FOR
DECORATIONS**

|||||
Doe, John



Officer Selection Record

**OFFICER SELECTION
BRIEF**

LETTER TO BOARD

MISSING DOCUMENT REQUEST

|||||
Doe, John



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Officer Selection Brief

- A summary of your career
- Data focused on career development and performance, not personal info
- Example is from a colonel's board ... your OSB would look similar

PREPARED: 22 JAN 2004 12:00:31		ACTIVE DUTY		SEQUENCE NBR: 000000	
FOR: SELECTION BOARD P0603B					
PERSONAL DATA			AERONAUTICAL/FLYING DATA		
NAME: DOE, JOHN SSAN: 999999999			AERONAUTICAL RATING: AERO RTG CURR CAT DT: FLYING STATUS: TOTAL FLYING HOURS: ACFT YR HOURS		
GRADE DATA CUR GR DOR EFF DATE LTC 01 APR 1997 01 APR 1997			SERVICE DATA EAD: 10 MAR 1980 TAFMSD: 03 DEC 1979 TAFPCSD: 10 MAR 1980 DOS: 31 MAR 2008 REASON: SOURCE OF COMMISSION: OTS		
PROFESSIONAL MILITARY EDUCATION SCHOOL METHOD YR AC&STAFF JNT NON-RESIDENCE 1993 SQ OFF SCH RESIDENCE 1983			ACQUISITION CORPS JOINT REPORTING CATEGORY		
ACADEMIC EDUCATION LVL SPECIALITY/SCHOOL YR			JOINT DUTY HISTORY ORGANIZATION FROM TO		
BAC EDUC, ELEMENTARY TEACHING FARMINGTON ME			ALLIED COMMAND EUROPE 1997 2001 US EUROPEAN COMMAND 1993 1995 ALLIED COMMAND EUROPE 1988 1990		
DECORATIONS DECORATION YR NR AWD			DEPLOYMENT HISTORY FROM TO		
DMS MDL 2001 2 MERIT SVC MED 1997 3 J SVC COMM MD 1990 1 AF COMM MED 1986 2 AF ACHIEV MED 1982 1			31 OCT 2003 07 JAN 2004 28 FEB 2003 15 APR 2003 22 AUG 2002 23 OCT 2002 14 JAN 2002 30 MAY 2002 15 SEP 2001 30 NOV 2001		
ASSIGNMENT HISTORY					
DUTY STATUS CODE: EFFECTIVE:					
EFF DATE	DAPSC	DUTY TITLE	LVL	MAJ	ORGANIZATION
30 JUN 2001	87G0	INSPECTOR GENERAL	W/B	SPC	SPACE GP BUCKLEY
03 JUL 1997	36P4	CHIEF, PERSONNEL BRANCH	DD/J	EUR	AFEL NATO/AIRNORTH NATO STAVANGER
15 NOV 1995	C36M3	COMMANDER, 39MSS	W/B	AFE	MISSION SUPPORT SQ INCIRLIK
17 AUG 1994	37A4	DEPUTY CHIEF OF PROTOCOL	DD/J	EUC	AFELM EUCOM EUC STUTTGART-V
14 JAN 1993	37A4	HQ USEUCOM PROTOCOL OFFICER	DD/J	EUC	AFELM EUCOM EUC STUTTGART-V
24 OCT 1990	7034	CH PRGMS MGMT BR	CMHQ	ATC	AIR TRAINING CMD RANDOLPH
04 AUG 1988	7011	EXEC OFF TO DEPCOM SIXATAP	DD/J	EUR	AFELM NATO/6ATAP SHAP IZMIR
24 AUG 1986	A7024	HQ SECT COMMANDER	W/B	AFE	TACTICAL TRAINING SQ
27 MAR 1985	A7024	SQUADRON SECTION COMMANDER	W/B	ATC	CONSOLIDATED MAINT SQ LOWRY
16 JUN 1984	A7024	SECTION COMMANDER	W/B	AFE	COMPONENT REPAIR SQ LAKENHEATH
01 DEC 1983	7024	EXECUTIVE SUPPORT OFFICER	UNIT	AFE	TACTICAL FIGHTER SQ LAKENHEATH
01 OCT 1981	7024	OIC VICTOR ALERT	W/B	AFE	TACTICAL FIGHTER WING LAKENHEATH
21 MAY 1981	7024	ADMINISTRATIVE OFFICER	UNIT	AFE	TACTICAL FIGHTER SQ LAKENHEATH
11 FEB 1981	7021	ADMINISTRATIVE OFFICER	UNIT	AFE	TACTICAL FIGHTER SQ LAKENHEATH
01 MAY 1980	7021	ADMIN OFFICER, VICTOR ALERT	W/B	AFE	TACTICAL FIGHTER WING LAKENHEATH



Retention

Recommendation

Form (AF Form 3538)

- First O-6 in chain completes narrative portion and makes recommendation
- Dual stratification from senior rater to assist board members
- Stratification verbiage mandatory
- No RRFs for PCS

RETENTION RECOMMENDATION			
I. RATEE IDENTIFICATION DATA			
NAME (Last, First, Middle Initial)	SSN	GRADE	DATE
ORGANIZATION, COMMAND, AND LOCATION			PAS CODE
II. UNIT MISSION DESCRIPTION			
III. JOB DESCRIPTION 1. DUTY TITLE: 2. KEY DUTIES, TASKS, RESPONSIBILITIES:			
IV. BOARD/BO		V. RECOMMENDATION	
		<input type="checkbox"/> RETAIN <input type="checkbox"/> SEPARATE/RETIRE	
VI. FIRST EVALUATOR COMMENTS (Mandatory)			
<p>NAME GRADE, BR OF SVC, ORGN, COMD, LOCATION</p> <p>DUTY TITLE</p> <p>DATE</p> <p>SSN</p> <p>SIGNATURE</p>			
VII. SECOND EVALUATOR		<input type="checkbox"/> CONCUR <input type="checkbox"/> NONCONCUR	
<p>COMMENTS (Mandatory if Board/Retiree Notation)</p> <p>- In his/her year group this officer ranks #3 of 10 in my unit. In his/her year group this officer ranks #2 of 3 of his/her career field in my unit</p>			
NAME GRADE, BR OF SVC, ORGN, COMD, LOCATION		DUTY TITLE	
SSN		SIGNATURE	
INSTRUCTIONS FOR ALL			
<p>Use the comment section to explain the recommendation choice you have selected. Comments should be concise remarks addressed directly to the board members. Evaluators should consider such factors as job performance, professional qualities, leadership, depth and breadth of experience, job responsibility, academic and professional education, specific achievements, and future utilization of the member.</p>			

“In his/her year group, this officer ranks # ___ out of ___ in my unit. In his/her year group, this officer ranks # ___ out of ___ of his/her career field in my unit.”



PCS Students

- **Students attending training which required a PCS will not have a RRF completed**
 - **Some examples: Intel school, AFIT**
- **Host Wing Commander will complete an AF Form 77, Letter of Evaluation, outlining the officer's training program and participation**
 - **No stratification required**



Records Review Opportunities

- **Permissive TDY to 550 C Street West, Randolph AFB, TX, Board Support Branch**
- **Refer to AFPC website (www.afpc.randolph.af.mil), specifically to Military Records/Selection Board Secretariat/Record Review for instruction on how to request a Records Copy**
- **Call DSN 665-2371 for a telephonic review**
- **Allow 30 DUTY DAYS for processing**
- **Hint: Do not delay your request, the sooner it's in, the sooner it's received by you**

Commercial numbers are: (210) 565-2371



FSB Composition

PRESIDENT

T



PANEL
CHIEFS



PANEL
MEMBERS



(5 Board Members on Each Panel)

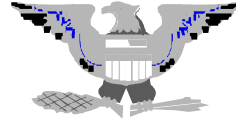


Scoring Scale

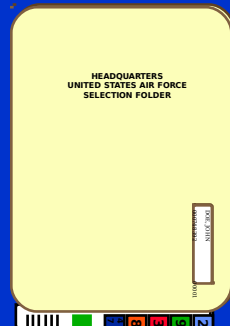
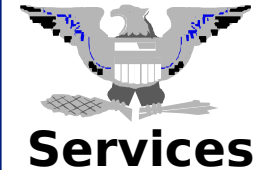
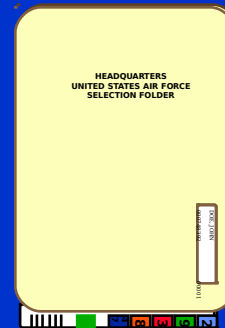
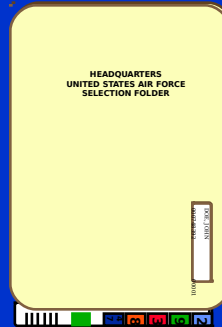
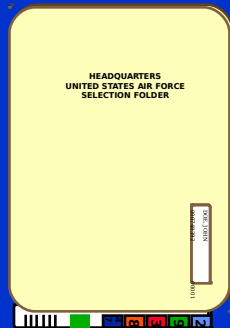
Absolutely Superior	10	Outstanding
Outstanding Record	9.5	
Few Could Be Better	9.0	Above Average
Strong Record	8.5	
Slightly Higher Than Average	8.0	Average
Average	7.5	
Slightly Below Average	7.0	Below Average
Well Below Average	6.5	
Lowest in Potential	6.0	



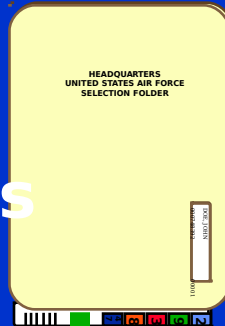
Notional Panel Breakout



**Personnel/
Manpower**

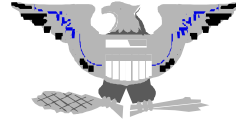


Panel One
Services
Pers/Mnpwr
Public Affairs





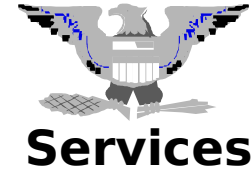
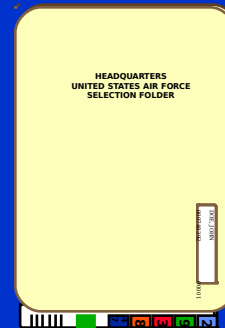
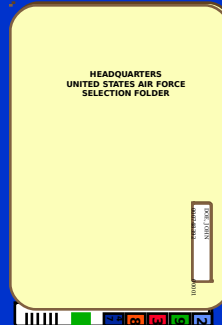
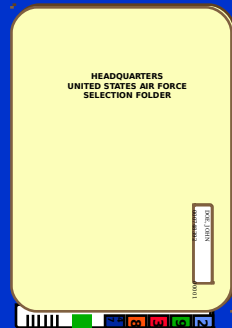
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**Personnel/
Manpower**



Services

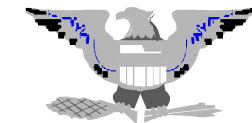
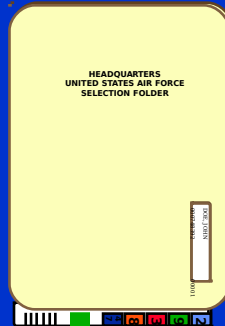
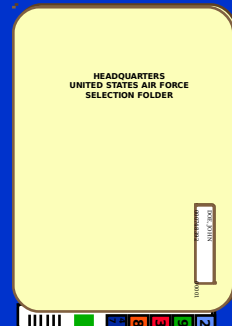


Services

Panel One
Services
2002
Quota = 60



**Personnel/
Manpower**



**Public
Affairs**



Retain / Separate List

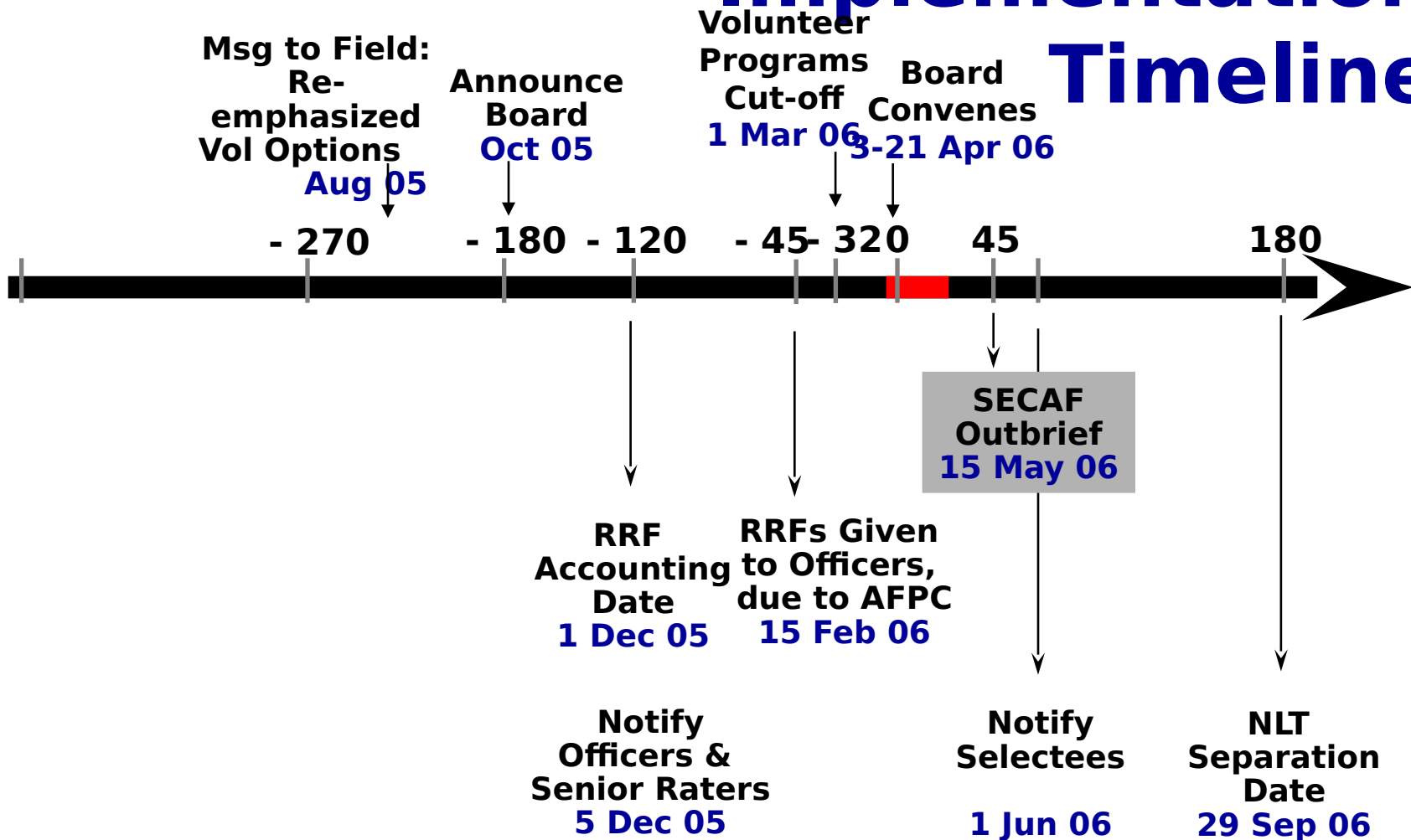
Services 2002	<i>Retain</i>
	<i>Retain</i>
	<i>Retain</i>
	<i>Retain</i>
	<i>Retain</i>
	<i>Retain</i>
	<i>Retain</i>
	<i>Retain</i>
Quota = 60	<i>Separate</i>
	<i>Separate</i>

Services 2003	<i>Retain</i>
	<i>Retain</i>
	<i>Retain</i>
	<i>Retain</i>
	<i>Retain</i>
Quota = 62	<i>Separate</i>
	<i>Separate</i>
	<i>Separate</i>
	<i>Separate</i>



Force Shaping Process:

Implementation Timeline





Notification Process

- **Notification to officers approximately 1 Jun 06**
 - **All officers selected to separate will have DOS of**
29 Sep 06 automatically established
- **MPFs receive results and inform senior raters**
- **Officers identified to separate can elect one of the following options:**
 - **PALACE CHASE**
 - **Blue to Green**
- **DOS extensions past 29 Sep 06 evaluated on case by case basis**
- **Encouraged to pursue civil service opportunities**



Date of Separation Determination

- **Officers with an established DOS on, or before, 29 Sep 06 will not meet the FSB**
 - **DOS extensions past 29 Sep 06 will be reviewed on a case by case basis for hardship reasons**
 - **If extended, the officer will meet the FSB**
 - **If not selected for retention, the voluntary DOS will be changed to mandatory 29 Sep 06 DOS**



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PALACE CHASE

- Liberalized rules and preserve capabilities in ARC
- All AFSCs eligible - though transfers not guaranteed
- One year TIS required prior to requested DOS
- Transfer to ARC is a 2 for 1 commitment
- Recoupment waived for most bonus / education costs
 - Recoupment for ACP / JACP / CSRB is required
- USAFA graduates are eligible
- Exclusions - officers who:
 - Have not completed initial skills training
 - Are scheduled to retrain in a critical skill
 - Assigned in specified medical careers
- All applications must be forwarded to AFPC



Limited Active Duty Service Commitment (LADSC) Waiver

- Allows officers to retire or separate prior to completing certain ADSCs
- All AFSCs may apply
- Exclusions
 - Personnel currently attending initial skills training
 - Specified AFSCs (see AFPC force shaping website)
- 2-yr TIG reduction for 0-5 and 0-6 continues
- Recoupment waived for most education costs
- Separations will be for miscellaneous reasons
- Retirements still require 20 YOS
 - Officers must have 10 years TAFCS
- All requests must be forwarded to AFPC



Retraining Opportunities

- **Affords those interested and/or qualified officers (math or engineering degrees, physical classification, etc.) an opportunity to retrain**
- **Limited opportunities available**
 - **Navigators = 20**
 - **Developmental Engineers = 40**
- **Visit the AFPC force shaping website for more information**



Civil Service

- **Officers wishing to serve in the total force, but not in uniform, are encouraged to apply for civil service positions**
- **Must compete for jobs**
- **Visit the AFPC force shaping website for more information and links**



Transfer to the Army via, Blue to Green

- **2Lts to Capts eligible**
- **All AFSCs eligible**
- **Exclusions:**
 - **Attending initial skills training**
 - **Declined assignment / PME**
- **Recoupment waived for most bonuses / education costs**



Voluntary Program Closure

- **1 Mar 06 -- Voluntary force shaping programs permanently close for the 2002 and 2003 year groups only**
- **Ensures last data verifications are complete and accurate in preparation for the FSB**



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Transition Assistance

- **Gateway to transition information and available programs is your local Family Support Center (FSC)**
- **FSCs can assist with:**
 - **Pre-separation Counseling**
 - **Verification of Military Experience & Training**
 - **Transition Assistance Program (TAP) workshop**
 - **Department of Veteran's Affairs briefings**
 - **Resume writing**
 - **Job fairs/employer panels/federal employment information**



Transition Assistance Program Workshop

- **Usually 3 days...official duty**
- **Focus on employment**
 - **Personal Appraisal**
 - **Career Exploration**
 - **Strategies for an effective job search**
 - **Interviewing skills**
 - **Reviewing job offers**
- **Post service employment assistance**



Transition Assistance Program Benefits

- **Benefits available to officers identified to separate via FSB**
 - **180 days transitional health care for sponsor and family**
 - **20 days permissive TDY (30 days OCONUS) for transition-related activities**
 - **Hiring preference for AF civilian employment**



Transition Assistance: When to Get It

- **By Law**

- **NLT 90 days before DOS**
- **NET 12 months before “anticipated” separation**

- **Useful links**

- **<http://www.dodtransportal.dod.mil>**
- **<http://www1.va.gov/OPA/feature>**
- **<http://www.dol.gov/vets>**
- **www.dod.jobsearch.org**
- **www.afcrossroads.com**



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Force Shaping Website

www.afpc.randolph.af.mil/retsep/shape.htm



Bottom-line

- **We must build the right future force with the right skill sets to be sustainable over time**
- **Annual force shaping board will reduce major oscillations to the force**
- **If we don't force shape now, the problem will continue and correcting it in the future will be even harder!**



Questions?



U.S. AIR FORCE